

III. Sub-grant Requests for Applications, Submission, and Review Process

a. Sub-grant making principles

- i. JGA uses ten principles to guide its sub-grant making decision process:
 1. Funded programs will have concrete, measurable outcomes; include formal processes and procedures for evaluating progress towards these outcomes; and use the lessons learned from this analysis to inform a continuous quality improvement process.
 2. Funded programs' service models and approaches will be based on empirical evidence and best practice research.
 3. JGA funding should not be considered as long-term, core project funding; JGA funded programs must have a sustainability plan from JGA funding inception.
 4. In general, JGA funding will not be used to supplement existing programs, but instead, used as catalytic resources to spark innovative programs, policies, and practices, and to promote capacity building and system reform initiatives.
 5. JGA funding will be used to facilitate strategic planning and implementation; improve agency coordination; and increase operational and outcome transparency whenever possible.
 6. JGA seeks to be mindful of existing reform efforts and will channel its resources through these structures and coordinating entities rather than creating duplicative avenues for change.
 7. JGA resources will, whenever possible, be used to leverage additional government and private investments into the District's juvenile and criminal justice system.
 8. JGA will fund only those agencies and organizations that are responsible administrators of the funding allocated and comply fully with all JGA programmatic and financial requirements.
 9. The focus of JGA's funding will be consistent with the Mayor's priorities; specific organizational funding decisions will be based on objective, principle and performance-based criteria.
 10. JGA will attempt to ensure that every grant will result in concrete lessons learned that can inform program, practice, and policy development for the District's juvenile and criminal justice system.

b. Policy on competitive grant awards

- i. The policy of the District of Columbia and JGA requires that all sub-grants are awarded on a competitive basis in all circumstances except when:
 1. The award of the grant designates the sub-grant recipient;
 2. The Federal law and/or local conditions defines eligibility in such a way that there is only one eligible applicant;
 3. The needs of the grant program require proprietary skills or technology that are limited in availability; and
 4. An agency has un-obligated funds remaining from the grant due to unanticipated factors
- ii. If and when JGA intends to make a sole source sub-grant that does not obviously fall into one of the above categories and the grant amount is greater than \$100,000, the grant manager will complete and submit to the Department of Justice a sole source justification form, approved and signed by the JGA director, to ensure federal approval for the grant in

question. Once approved, the grant manager saves a copy in the share drive and hard file.

- c. Request for Application (RFA) development process
 - i. JGA uses its RFAs to identify its funding initiatives for the upcoming fiscal year and to share these priorities with potential sub-grantees. JGA's RFAs identify the concrete outputs and outcomes that JGA wants to achieve for each initiative; required initiative programmatic components for potential sub-grantees; application requirements and submission process; and JGA funding guidelines and conditions.
 - ii. In order to develop its funding initiatives and associated RFAs for the upcoming fiscal year (in addition to those carried over from the previous fiscal year), the JGA director solicits input, in the first quarter of the current fiscal year, from a cross section of juvenile and criminal justice stakeholders in the District on the key challenges and opportunities facing the system; current reform initiatives; and ideas for where a targeted investment of resources could make a significant impact. This feedback is gathered through meetings with the Mayor's Office; the District's Juvenile Justice Advisory Group (JJAG); JGA's network of advisors; and through additional meetings and strategic planning sessions with government agency and community based stakeholders.
 - iii. The JGA director synthesizes the feedback provided from these sources to identify common challenges and concerns. Consistent with its grant making principles, the director drafts a brief concept paper that outlines a set of funding initiatives, and for each one, includes: the challenge to be addressed; outputs and outcomes to be achieved; proposed program activities for funding; eligible recipients; and projected funding amount. The concept paper is reviewed with JGA's advisors and the Mayor's Office for further refinement and finalization.
 - iv. Once finalized, JGA drafts separate RFAs for each funding initiative. The grant managers develop the initial draft of all RFAs for the grants that they manage, and submit a draft of the RFA to the Director at least four weeks before the proposed release date at the beginning of April. Each RFA includes the following components and information:
 - 1. Availability of funds summary;
 - 2. Funding initiative description;
 - 3. Required outputs and outcomes;
 - 4. Required project/program activities and use of funds;
 - 5. Additional funding requirements (i.e. match, performance measures, monitoring requirements, etc.);
 - 6. JGA, funding, and RFA background information (grant conditions, regulations, etc.);
 - 7. Application submission and review process; and
 - 8. Application instructions and required attachments
- d. RFA release procedures
 - i. For each RFA, the JGA grant manager develops a Notice of Funding Availability (NOFAs) to alert the community of the availability of funds. The NOFAs is a brief summary description of the funding initiative; amount of funding available; eligible recipients; and instructions for obtaining a copy of the RFA.

- ii. Before the NOFA is released to the public, the JGA director contacts OCTO to post the NOFA and the corresponding RFA in PDF format on JGA's website with a corresponding news announcement. The JGA director also alerts the DC Registry and the Office of Partnerships and Grant Services (OPGS) of the impending NOFA/RFA submissions.
 - iii. The grant managers distribute the NOFAs and corresponding RFAs through the following sources:
 - 1. The NOFAs are announced through the OPGS weekly Funding Alert; the NOFAs and RFAs are submitted to OPGS the week before the Funding Alert targeted for submission. Upon request, OPGS also posts Microsoft Word versions of the RFAs in their District Funding Clearinghouse;
 - 2. The NOFAs/RFAs are also announced in the DC Registry, with submission instructions found on its website
 - 3. At a minimum, the JGA grant managers and directors send the NOFAs/RFAs to all of JGA's current sub-grantees; network of advisors; the Criminal Justice Coordinating Council and its membership; the Juvenile Justice Advisory Group; the Washington Regional Association of Grant Makers; the Community and Youth Investment Trust Corporation and its grantees; the DC Alliance for Youth Advocates and its membership; DYRS and its listserv; the Campaign for Youth Justice and its listserv; the Collaborative Council and its membership; and the Meyer Foundation and its listserv.
- e. RFA bidders conferences and questions and answers
 - i. Two weeks into the solicitation period, JGA hosts separate bidders conferences for interested applicants for each RFA; the date, time, and location of the bidders conferences are identified in the RFA as is the RSVP date (a week before the conference) and the grant manager point of contact for interested attendees. Attendance at the bidders' conference is not mandatory for submitting an application but is strongly encouraged
 - ii. The grant managers track the attendees list; secure the room for the bidders conferences; prepare brief RFA fact sheets to hand out at the conferences; take notes on the questions and answers at the conferences; and post the notes, with the help of OCTO, on JGA's website and send a copy to all conference attendees.
 - iii. Throughout the application solicitation period, JGA responds to application questions only via email. The responses to any substantive questions not covered at the bidder's conference are added to the bidder's conference summary on JGA's website.
- f. Sub-grant application submission process
 - i. Applications must conform to and include all documentation identified in the RFAs. JGA doesn't consider for funding any applications that don't include all necessary specifications and accompanying documentation, and that are not submitted by the due date.
 - 1. The maximum number of pages for the Program Narrative, Statement of Qualifications, and Sustainability Plan should not exceed, in sum, twenty double-spaced pages on 8 ½ by 11 inch paper; pages in excess of the maximum will not be reviewed;

2. Additional attachments including certifications and assurances should not exceed twenty pages; pages in excess of the maximum will not be reviewed;
 3. Application margins must not be less than one inch; a font size of 12-point is required (Times New Roman or Courier type recommended); and all pages should be numbered.
- ii. Applicants email an electronic copy of their application to the JGA contact person identified. If applicants are unable to scan the required signature pages then these signature pages are faxed to JGA by the application deadline. All other materials must be received electronically.
 - iii. All required sections of the application must be submitted to JGA as one unified Microsoft Word or PDF document; all additional attachments should be submitted as part of the same or as one additional unified document. Thus, applicants must submit to JGA no more than two separate documents that comprise their total application; additional attachments will not be reviewed by JGA or review panelists.
 - iv. In the title of the electronic file, all electronically submitted documents should include the RFA # to which the application is responding as well as the submitting organization's name.
 - v. As applications are received, the JGA grant managers confirm receipt to the sender through email and then save the application and its attachments in JGA's share drive. Each application is given a number that starts with the number of the RFA and ends in the number of the application as per the order received (i.e. RFA# 2010-5-01 for the first application received in response to JGA's fifth RFA).
- g. Sub-grant application review and scoring
- i. All sub-grant applications that are complete and that meet the RFA and application criteria are reviewed and scored by an independent review panel. For each RFA, the grant manager and director create a scoring form used by the review panelists, which is modeled from JGA's scoring form template but adjusted accordingly to reflect the specific programmatic components and key criteria highlighted in each RFA.
 - ii. The JGA director identifies a minimum of three review panelists for each RFA. These review panelists should be experts in the fields of juvenile and criminal justice, and ideally, familiar with JGA as well as the systems and service landscape of the District of Columbia. Review panelists should include a mix of government and community based organization representatives, and must include, for juvenile justice grants, members of the JJAG's grant review committee.
 - iii. Review panelists are not compensated, and are expected to review, if possible, all applications submitted for a particular RFA but no more than eight applications in total. If JGA receives more than eight applications then additional review panelists are identified.
 - iv. Review panelists are required to complete an initial Application and Confidentiality form and to send JGA a resume before reviewing applications. Subsequently, once JGA has received all applications, JGA electronically sends the review panelists: a letter describing the review policies and procedures; JGA's Conflict of Interest Policy and Form; the RFA; the scoring form for the RFA; and the sub-grantee applications. Reviewers sign the Conflict of Interest form and return it to JGA before

reviewing applications, and must recuse themselves from reviewing any applications for which they have a real or apparent conflict of interest. Reviewers have approximately three weeks to review the applications, and return the completed scoring and comment forms to JGA; reviewers should return the scoring forms as separate attachments for each reviewed application as opposed to in one summary PDF document.

- v. The JGA grant managers or JGA's review panel coordinator are responsible for synthesizing the scores provided to determine the highest rated applications for each RFA. For each RFA, a contact sheet with the names and contact information for all review panelists; the completed scoring forms; and a scoring summary sheet identifying and averaging all of the scores for each application and for each reviewer is completed and saved in the share drive.
- vi. The grant managers and JGA director conduct their own review of all applications for funding to identify the strengths and weaknesses of each application and any questions or suggested changes; identify any missing required attachments; and to flag any special conditions for applicants that may be funded such as significant equipment purchases; technology projects; sole source contracts above \$100,000; grant awards over \$500,000; etc.
- vii. After all scores are received, the JGA director or panel coordinator schedules meetings with each review panel to discuss the applications and ratings received, with the majority of time focused on those applications with scores that place them in an indeterminate funding status given the number of awards that will be made and the funds available. Review panelists help JGA to identify these applications' strengths and weaknesses; key questions and additional information needed; project changes or adjustments needed for the application to be worthy of funding; and to identify consensus preliminary funding decisions if possible.
- viii. The scoring and the recommendations of the review panel are advisory only. The final funding decisions rest solely with the JGA director.